DoD To-Be Procurement Process Model Framework Development

Subgroup Assignments

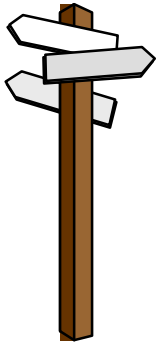
November 17-19, 1998

Objective of Subgroup Assignments

To Create and Document Your View of How You Will Conduct Procurement Activities Including:

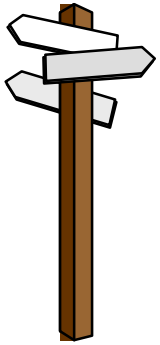
- **An End-to-end Perspective of All Aspects of the DoD Contracting Process--Requirements, Solicitations, Awards and Modifications, Receipts, Payments, and Contract Closeout**
- **Shared Data Supported by Electronic Initiatives--SPS, SDW, DPPS, DCD, DAS, DSDS, Wide Area Workflow**
  - ✓**Think Process Improvement**
  - ✓**"I'd Rather Do It This Way"**

Approach

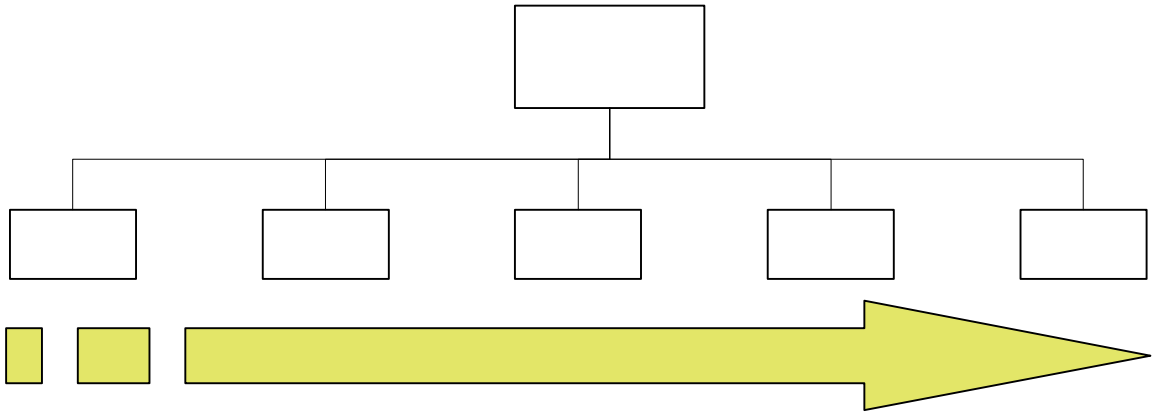


1. Develop Process Model Composition (3 1/4 Hours)
2. Develop Process Model Map (4 Hours)
3. Develop Map of Inputs/outputs to Systems (3 1/4 Hours)
4. Prepare Model Outbrief (1 Hour)
5. Present Model Outbrief (20 Minutes Each Group)

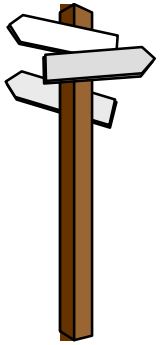
Step 1 - Develop Process Model Composition



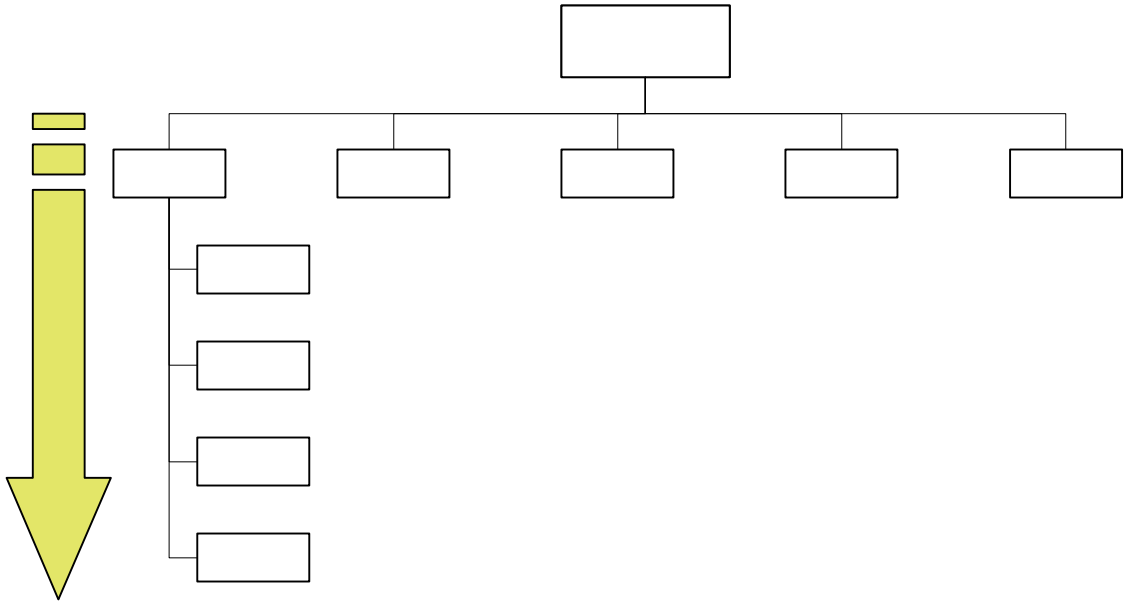
- **Review the "As-Is" Model to Determine What You Can Borrow for the "To-Be"**
- **Brainstorm the 1st Level of the Process Model**
- **Define Each 1st Level Process**



Step 1 - Develop Process Model Composition (cont'd)

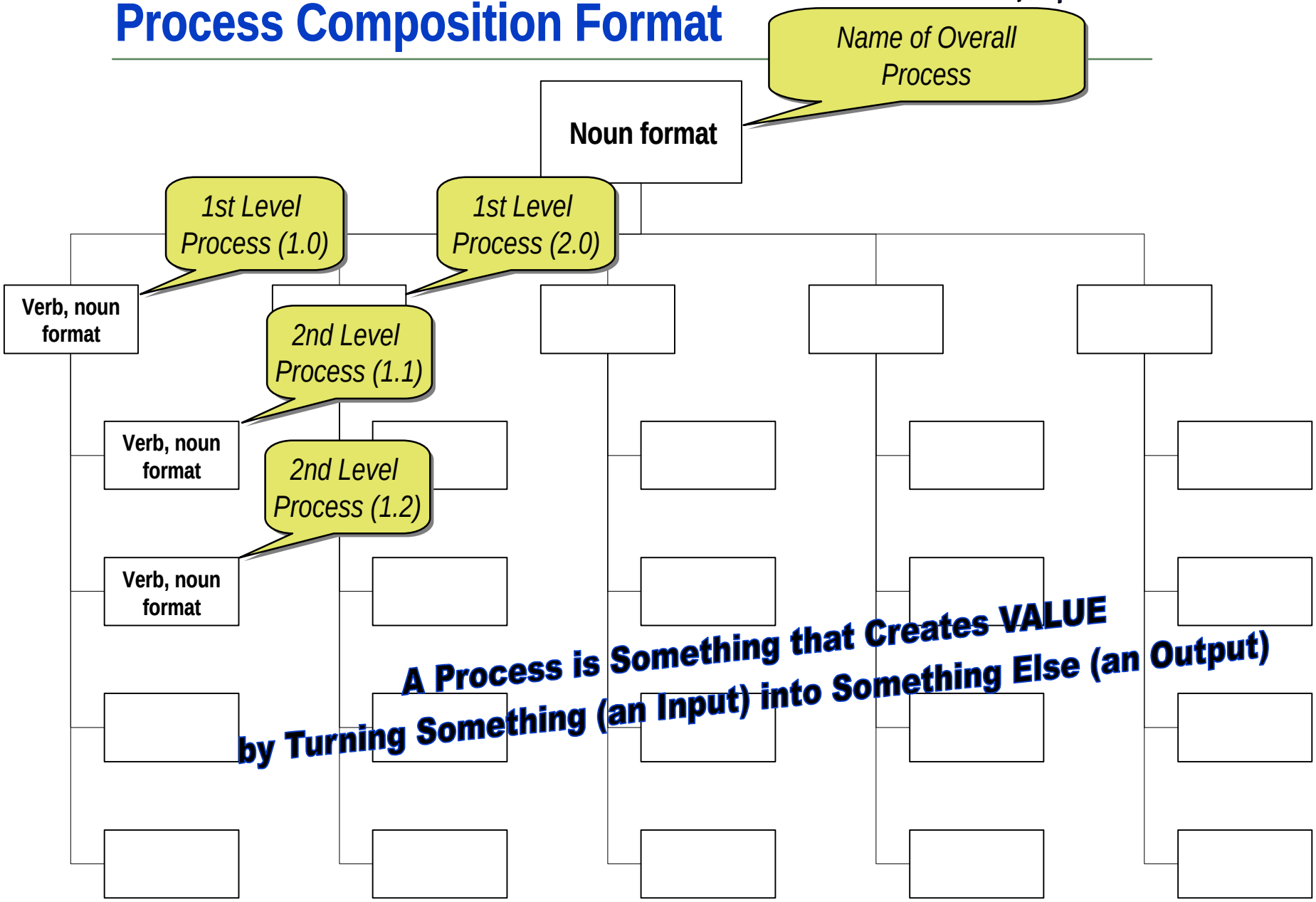


- **For Each 1st Level Process:**
  - **Drill Down to Identify 2nd Level Processes**
  - **Define Each 2nd Level Process**
  - **Drill Down to Identify 3rd Level Steps**



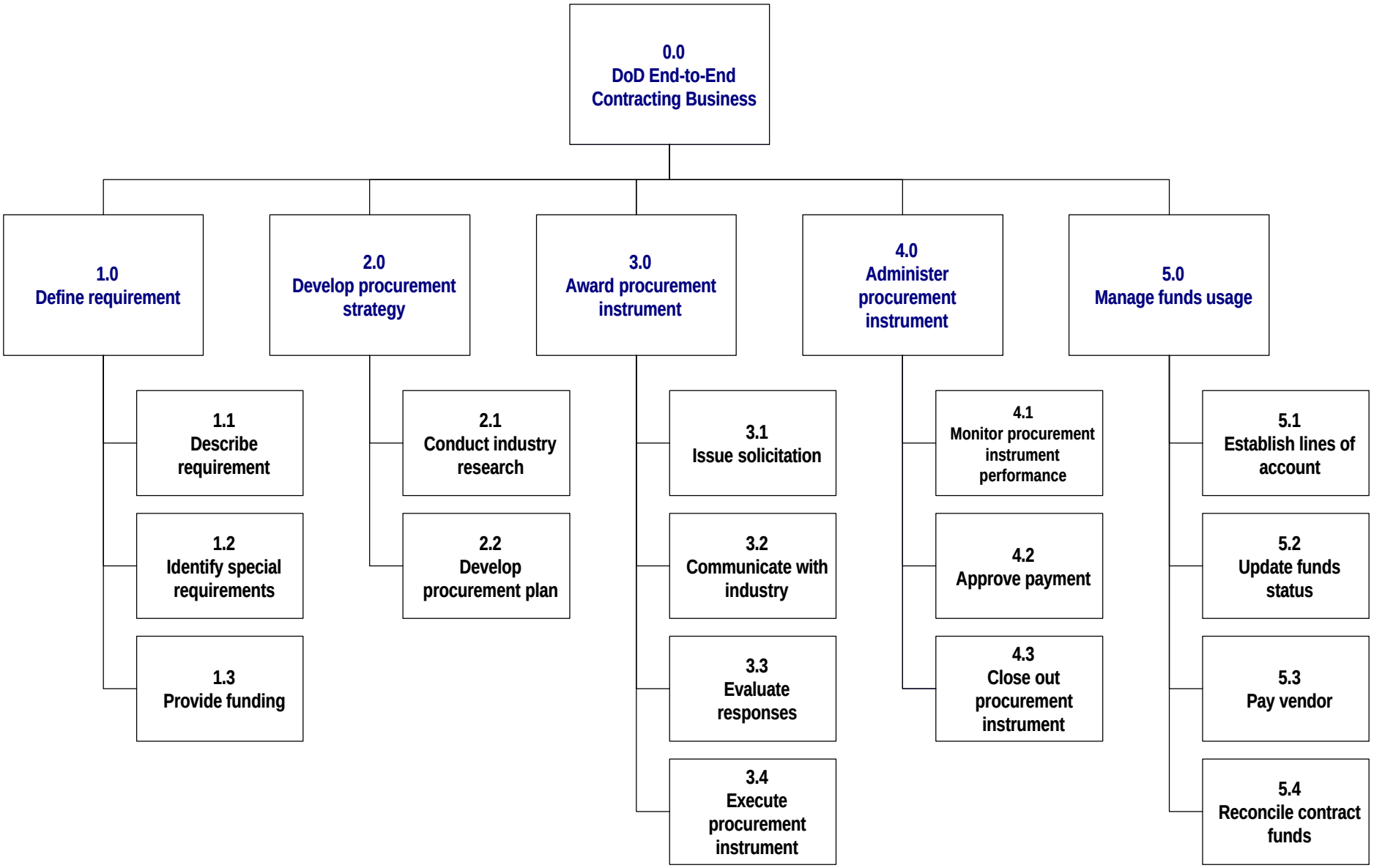
Process Composition Format

Required for Presentation



A Process is Something that Creates VALUE by Turning Something (an Input) into Something Else (an Output)

As-Is Process Model Composition



Process Detail Format

Process Number and Name

Description of Process

The process of...
(tells what it is, not what it is not;
is brief and concise;
doesn t use the same words to define itself)

Objective of Process

...in order to...
(what value is added?)

Steps in Process

1.
2.
3.
4.
5.
6.

Steps are 3rd level processes--
verb, noun format; should
be parallel in size/scope

Example As-Is Process Detail

Process Number and Name

1.1 Describe requirement

Description of Process

The process of identifying what is needed, how many are needed, and how and when it needs to be delivered

Objective of Process

To accurately describe the details of the business need

Steps in Process

1. *Specify hardware/software/service deliverable*
2. *Specify contract data requirements*
3. *Specify delivery/destination schedule*
4. *Specify inspection/acceptance requirements*
5. *Specify packaging/marking requirements*

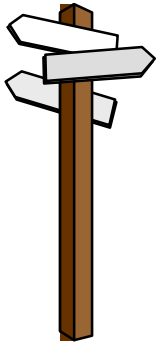
Hints for Process Composition

- Focus on the What's, Not the Who's, How's or When's (Until You Map the Process)
- Processes Should Be Finite in Scope, With a Beginning and End, Which May Be Repeated for Multiple Inputs
- A Process Is Value Added IF Its Output Is Different From Its Input; the Process MUST Transform Inputs

Hints for Process Composition (cont'd)

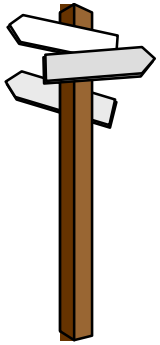
- Each Process of a Like Level (E.G., Cousins in the Hierarchy) Should Be of Like Size/Scope
- A Given Level Should Have Between 3-8 Next Level Processes, but No Fewer Than 2
- Number Your Processes As a Last Step Before Mapping

Step 2 - Develop Process Model Map



- Review the As-is Model to Determine What You Can Borrow
- Identify Responsible Roles
- Work 1 Process at a Time, in Order, If Possible
  - Locate Each Process to Responsible Role(s)
  - Identify Inputs and Outputs (or Information Requirements, Events, Conditions) for Each Process
    - ✓Determine What Kicks off (or Feeds) a Process--These Are Inputs
    - ✓Determine What Is Produced by That Process--These Are Outputs
- Describe Inputs/Outputs

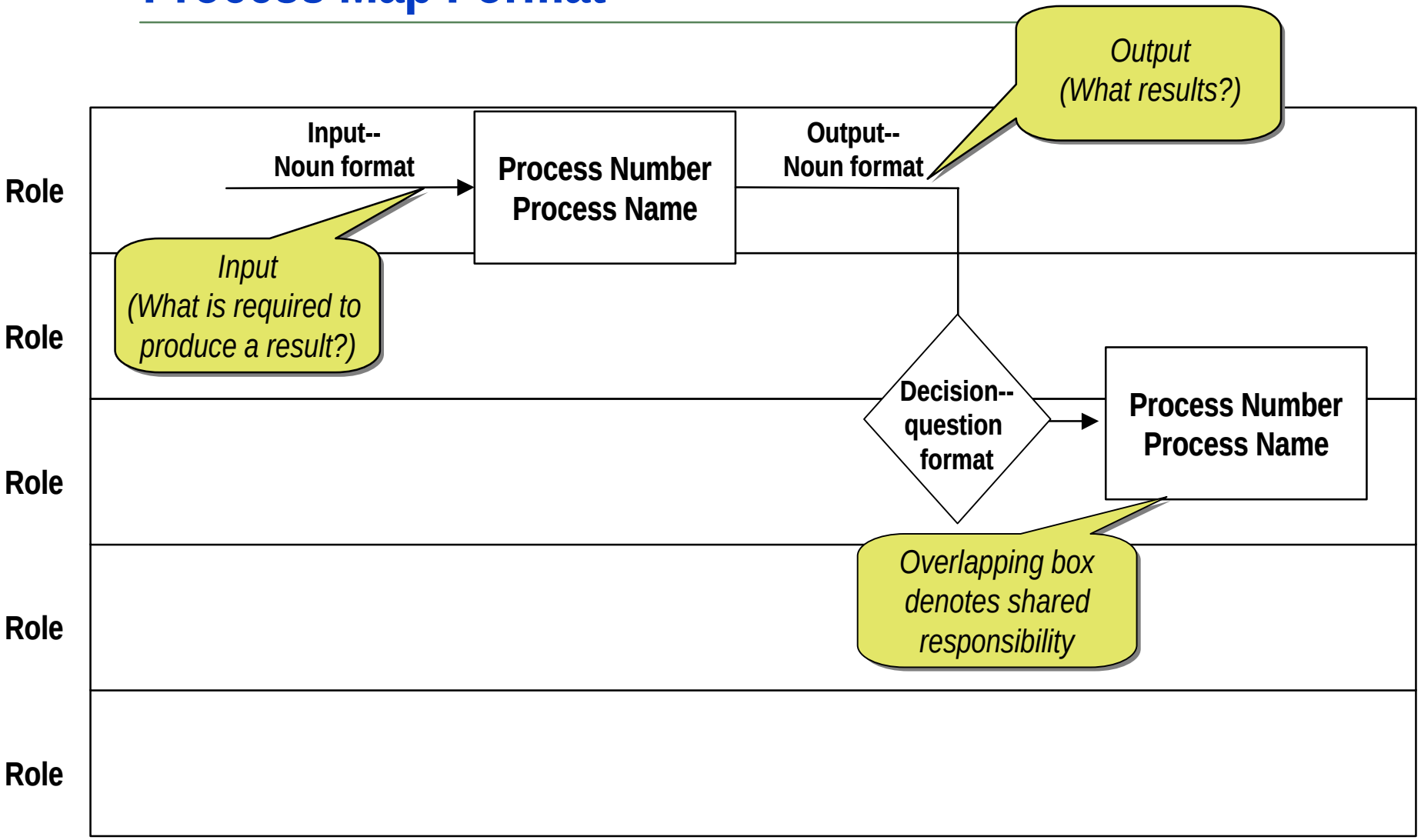
Develop Process Model Map (cont'd)



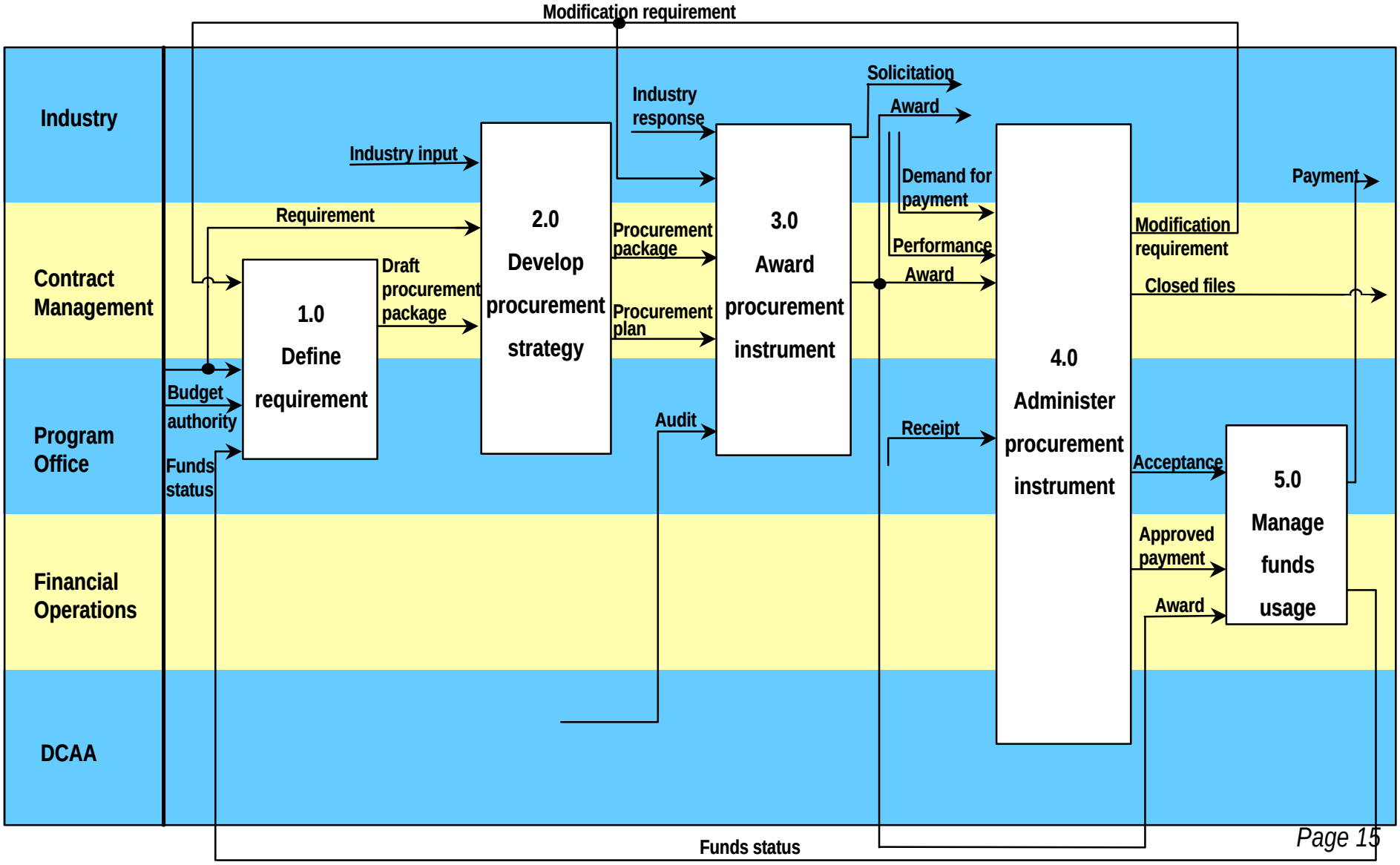
- Capture Pertinent Business Rules and Open Issues
- Capture Good Ideas for the Future! (Even If You Don't Make Them Part of Your Process)
- Refine Process Composition and the Associated Description, Objectives and Steps, As Required--Make Sure They Are in Alignment

Required for presentation

Process Map Format



As-Is Process Map Overview



As of 1/29/98

Hints for Process Mapping

- **Map the Procurement Process As It WILL BE, Not How It Is Today**
- **Roles/Swimlanes Represent Types of Positions or Groups of Positions (E.G., Checkwriter or Payment Office)**
- **Follow the 80/20 Rule--Create Your Process Map for the Majority of the Work, NOT the Exceptions**
- **Keep the Level of Detail of Inputs/Outputs Consistent With the Level of Process Described**

Inputs/Outputs Definition Format

Name of Input/Output

Provides information about...

Description of Input/Output

Types of Information Included

Example As-Is Input/Output Definition

Name of Input/Output

Award

Description of Input/Output

Provides information about the rights and responsibilities of both the awardee and the government under the executed agreement

Types of Information Included

Business Rules Format

Required for presentation

Statement of Business Rule

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

Business rules are statements of fact/law/policy; they guide/constrain how you do your business

Also capture exceptions to business rules-- particularly if they are creative ones!

Example As-Is Business Rules

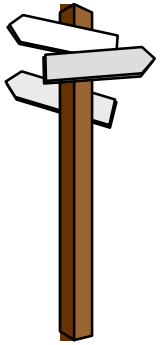
- A Responsible Financial Manager Must Certify Funds Availability Before A Legal, Binding Agreement Obligating Funds Shall Be Executed
- Payment on a Legal, Binding Agreement Shall Not Be Made Until the Obligation Is Recorded in the Official Accounting Records
- The Place and Responsibilities for Inspection and Acceptance Are Designated in the Contract; the Designated Activity Is Responsible for Reporting Inspection and Acceptance
- Performance Is Physically Complete at Acceptance

Open Issues Format

Statement of Issue	*Point of Contact/ Subject Matter Expert*
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Open issues are those issues about which you are unable to reach consensus or which require further research

Step 3 - Develop Map of Inputs/Outputs to Systems



- For Each Input/output Which Is an Information Requirement (*Not* an Event or Condition), Identify to Which Database/Data Store/System It Is an Input or From Which It Is an Output
- Refine Inputs/outputs Description, As Required

Inputs/Outputs to Systems Map Format

	Name of Systems/Databases												
Name of Input/Output													

Note as I for Input,
as O for Output
where systems/databases support processes

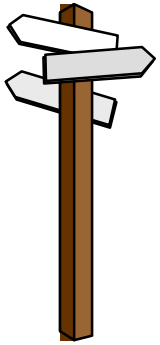
Step 4 - Checklist of Deliverables

- ❑ Process Composition
- ❑ Process Detail
- ❑ Process Map
- ❑ Inputs/Outputs Definition
- ❑ Inputs/Outputs to Systems Map
- ❑ Business Rules
- ❑ Open Issues

Step 5 - Expectations for the Presentation

- **Plan for 1 or 2 Presenters From Each Group**
- **The Objective of Presentation:**
  - **To Communicate Your Procurement Area's View of How It Will Conduct Business in the Year 2000 Timeframe**
  - **So That the Core Group Will Be Able to Understand and Integrate Your Perspective With the Other Subgroups' Perspectives**
- **Your Audience Will Include Representatives From the Core Group; Your Subgroup and Other Procurement Subgroups May Also Sit in**

Expectations for the Presentation (cont'd)



- **Plan to Spend Less Than 20 Minutes, As Follows:**
  - **Introduce Your Procurement Area**
  - **Spend About 3 Minutes Presenting the Process Composition by Describing the Business Process at a High-level**
  - **Spend About 10 Minutes Presenting the Process Map by Walking Through a Normal Purchase, End-to-end**
  - **Spend About 2 Minutes Presenting Business Rules by Discussing the Most Important Rules**
  - **Address Questions for Approximately 5 Minutes**

Groundrules for Subgroups

- Stick to the Task at Hand
- Focus on the To-Be Timeframe
- Manage Your Time Wisely
- Assign Responsibilities Within Your Group:
  - Facilitator
  - Timekeeper
  - Documentor/Scribe
  - Presenter

Groundrules for Subgroups (cont'd)

- **Write Legibly**
- **Listen Carefully to Others for New Ideas/Insights**
- **Add to This List Within Your Subgroup**

Available Resources

- **Methodology/Technique Support--**
  - **Mr. Mike Williams and Maj Paul Yandik**
  - **PricewaterhouseCoopers Staff**
- **Computers (Laptops)--Available in Your Breakout Rooms and the Main Room**
- **Supplies--Available in the Main Room**
- **Faxes, Copies, Messages--Hotel Business Office/Concierge**